



MPD RECRUITING AND RETENTION UPDATE FY19 Q2

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MPD recruiting and retention strategic plan

Executive summary

Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

1. **Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
2. **Enhance police recruiting efforts:** add 200 new officers per year
3. **Enhance force multiplier recruiting efforts:** maintain complement of 100 PSTs
4. **Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

MPD Recruiting and Retention – Goal Progress

Goal	Progress
Enhance police recruiting efforts	<ul style="list-style-type: none">• 2014 MPD hired 51 recruits• 2015 MPD hired 2 classes total 95 recruits• Since January 2016:<ul style="list-style-type: none">• we have hired 419 recruits• we have graduated 273 recruits• 2019 and Beyond<ul style="list-style-type: none">• Plan to hire 300 recruits per year
Enhance force multiplier recruiting	<ul style="list-style-type: none">• Currently have 105 PSTs• Continue to invest in PST and Blue Path programs
Lower sworn officer turnover	<ul style="list-style-type: none">• YTD sworn attrition 99 officers• Since 2015 sworn attrition has dropped 25%

MPD Current Compliment *(as of Oct 15, 2018)*

Role	YTD Number of Employees	Target Number of Employees (12/18)
Commissioned Officers <i>(includes PII Prob)</i>	2003	2006

MPD 2018-2019 Talent Pipeline





MPD Recruiting

MPD Class Information

PR Class	Total Hired	Total Graduated	Academy Attrition
123	108	85	21%
124	99	85	14%
125	71	66	7%
126	44 (33) (11 PST went back to Academy 8-18-18)	38 (approx) (graduate 12/06)	14% (approx.)
127	97	TBD	TBD
Totals	419	273	15% (avg)

MPD Class Start Dates

Class	Start Date
59 th PST	January 19, 2019
PR128	January 19, 2019
PR129	April 1, 2019
60 th PST (Blue Path)	June 24, 2019
PR130	June 24, 2019
PR131	September 30, 2019
PR132	December 16, 2019

MPD Police Recruiting Challenges and Solutions

Recruiting Challenges	Solutions
Candidate interest	<ul style="list-style-type: none">• National Recruitment Marketing Firm• Jobs4Police.com partnership – in progress• National Fraternal Order of Police• Continue to promote Best in Blue commercial on Pandora, TV, Radio, Google, YouTube, and Social Media• Delayed entry program• Soldier for Life partnership – in progress• Continue local recruitment initiatives
Candidate physical fitness	<ul style="list-style-type: none">• Detailed review of expectations• Conditioning camp

Background Challenges	Solutions
Background completion	<ul style="list-style-type: none">• Clear RACI• Increased number of investigators• Routing civilian backgrounds to TBI• Guardian background investigation tool



MPD Retention

MPD Attrition *(as of Oct 15)*

	Police Services								
	Commissioned			Non-Commissioned			All Employees		
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total
2012	48	35	83	10	34	44	58	69	127
2013	55	58	113	8	16	24	63	74	137
2014	74	85	159	18	20	38	92	105	197
2015	72	103	175	5	29	34	76	132	208
2016	72	62	134	10	43	53	82	105	187
2017	69	61	130	6	40	46	75	101	176
YTD 2018	60	39	99	3	33	36	63	72	135

MPD Retention Bonus Update

- **2017:** 624/703 (89% take rate)
 - 26 terminations
 - 1 ADAAA
 - 17 Resignations
 - 8 Retirements
- **2018:** 13/30 (43% take rate) (work-in-progress)
- **Next Payout November 2018**
 - 598 (598/624 – 96% Retention Rate)
 - Pay out (\$802,200)
 - 84 Silver (\$1,200 = \$100,800)
 - 348 Gold (\$1,300 = \$452,400)
 - 166 Platinum (\$1,500=\$249,000)

MPD Police Retention Challenges and Solutions

Retention Challenges	Solutions
Career advancement	<ul style="list-style-type: none">• Promotions for 4 ranks this year<ul style="list-style-type: none">• Promoted 42 to rank of Sergeant• Promoted 32 to rank of Lieutenant• Promotions for Lieutenant Colonel and Major forthcoming• IACP training<ul style="list-style-type: none">• Completed one training class of 36 in August 2018. Next class of 36 will be in October 2018
Compensation and benefits	<ul style="list-style-type: none">• Communication - Total rewards marketing• Sick leave bank• \$0 mental health copay for 10 visits• Flat premiums
Operational efficiencies/culture	<ul style="list-style-type: none">• IACP workforce report (waiting)• Engagement action plan

Next Steps

- **Lateral and Fast Track Revamp**

- Working with national marketing firm to develop plan

- **Recruiting Push**

- Talent profiles
- Background tool

- **Retention**

- Officer physical and mental wellness initiatives
 - Building a Metro Peer Support network
 - Developing a Mental Health Resource App
 - Planning a Suicide Prevention Campaign
 - Expanding Resiliency Building Programming

Q & A

Thank you!

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